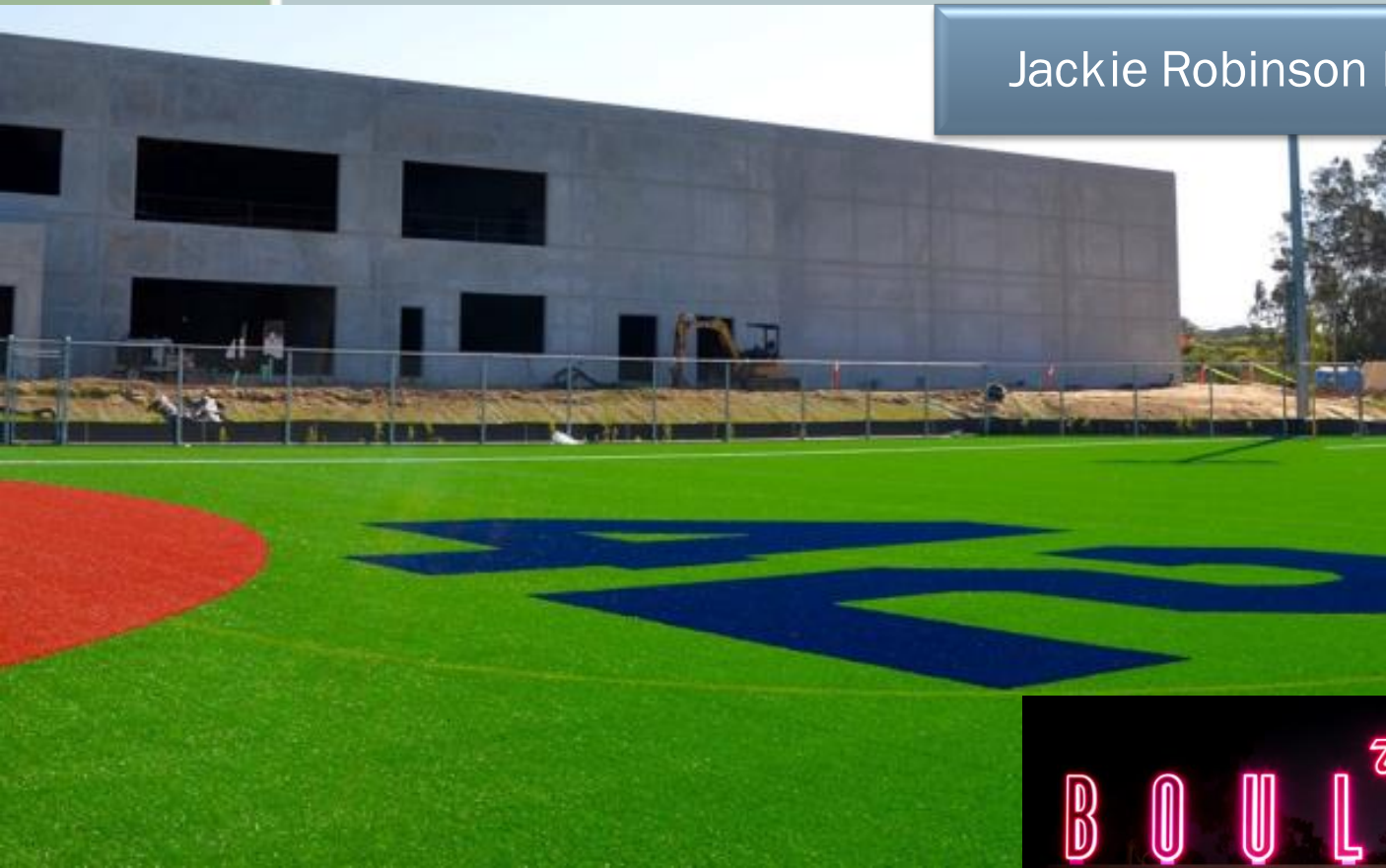


Civic San Diego

City of San Diego Budget Review Committee FY 2016-17 Highlights and FY2018 Administrative Budget

Civic San Diego

Jackie Robinson Family YMCA



El Cajon BID

Civic San Diego

Ouchi Courtyards



Civic San Diego



Atmosphere



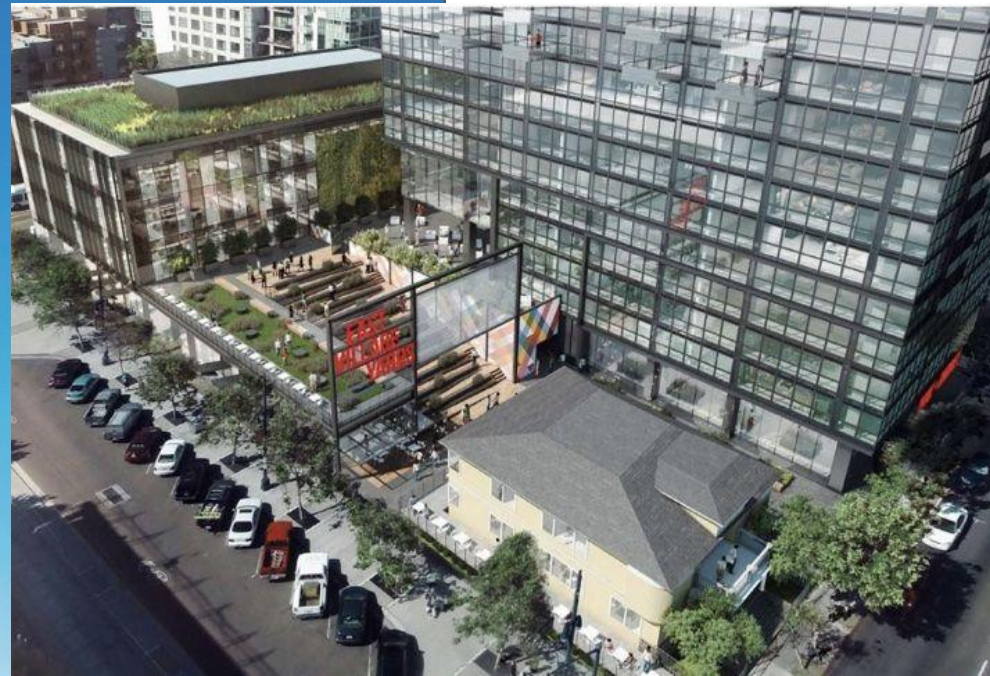
Civic San Diego

7th & Market



Civic San Diego

Park & Market



Civic San Diego



Notice of Funding Availability (NOFA)

Civic San Diego



Lyceum Theater



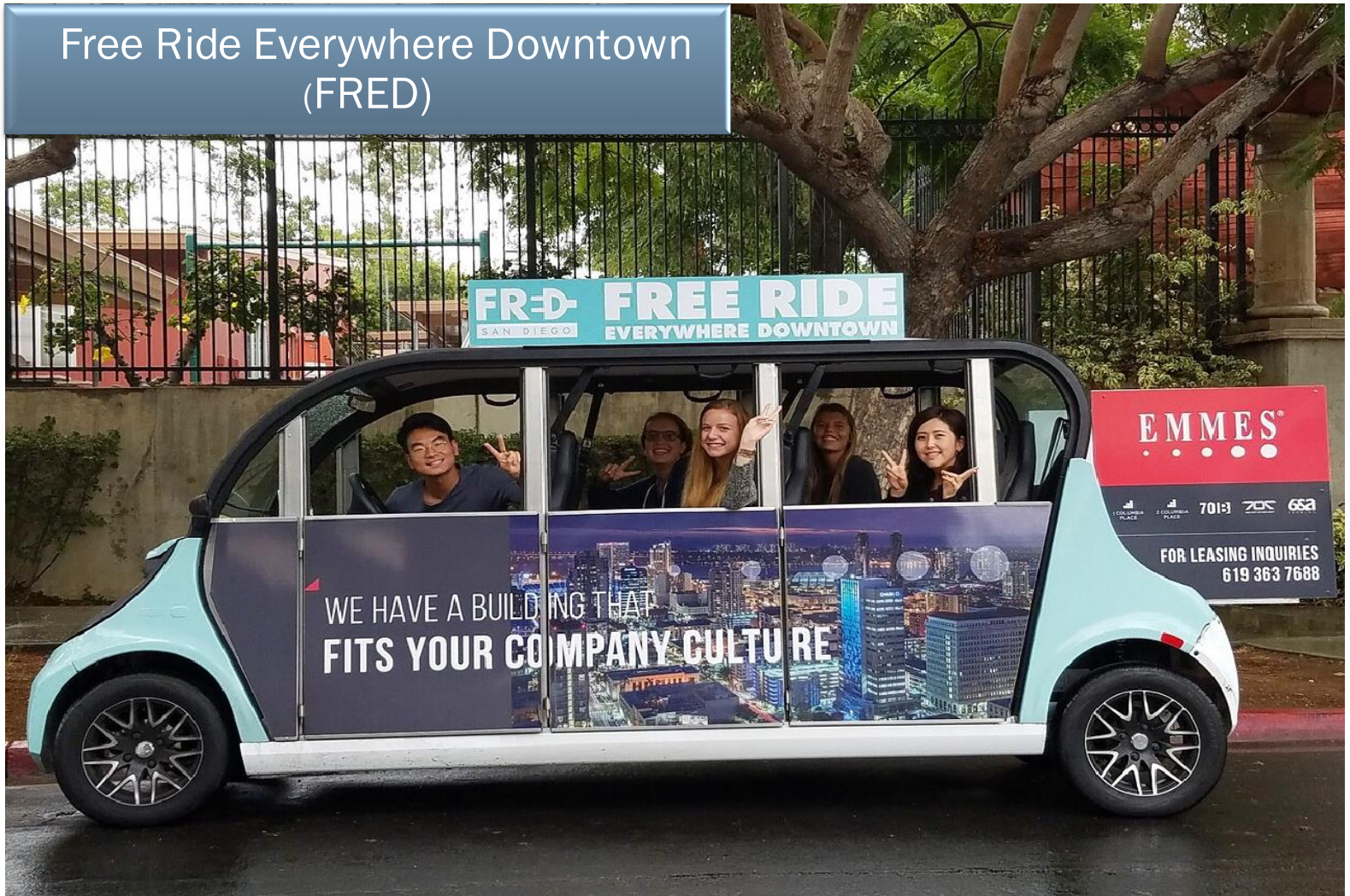
Fire Station No. 2



Horton Plaza Park

Civic San Diego

Free Ride Everywhere Downtown
(FRED)





Civic San Diego

Fiscal Year 2018

Proposed Administrative Budget

May 9, 2017

Civic San Diego

FY 2018 Administrative Budget

Expenditure Description by Function	Proposed FY 2018	Adopted FY 2017	FY17-18 Change
Positions	38.0	40.0	(2.0)
Personnel Expenses	\$ 4,929,000	\$ 5,120,000	\$ (191,000)
Non-Personnel Expenses	3,054,000	2,583,000	471,000
Total	<u>\$ 7,983,000</u>	<u>\$ 7,703,000</u>	<u>\$ 280,000</u>

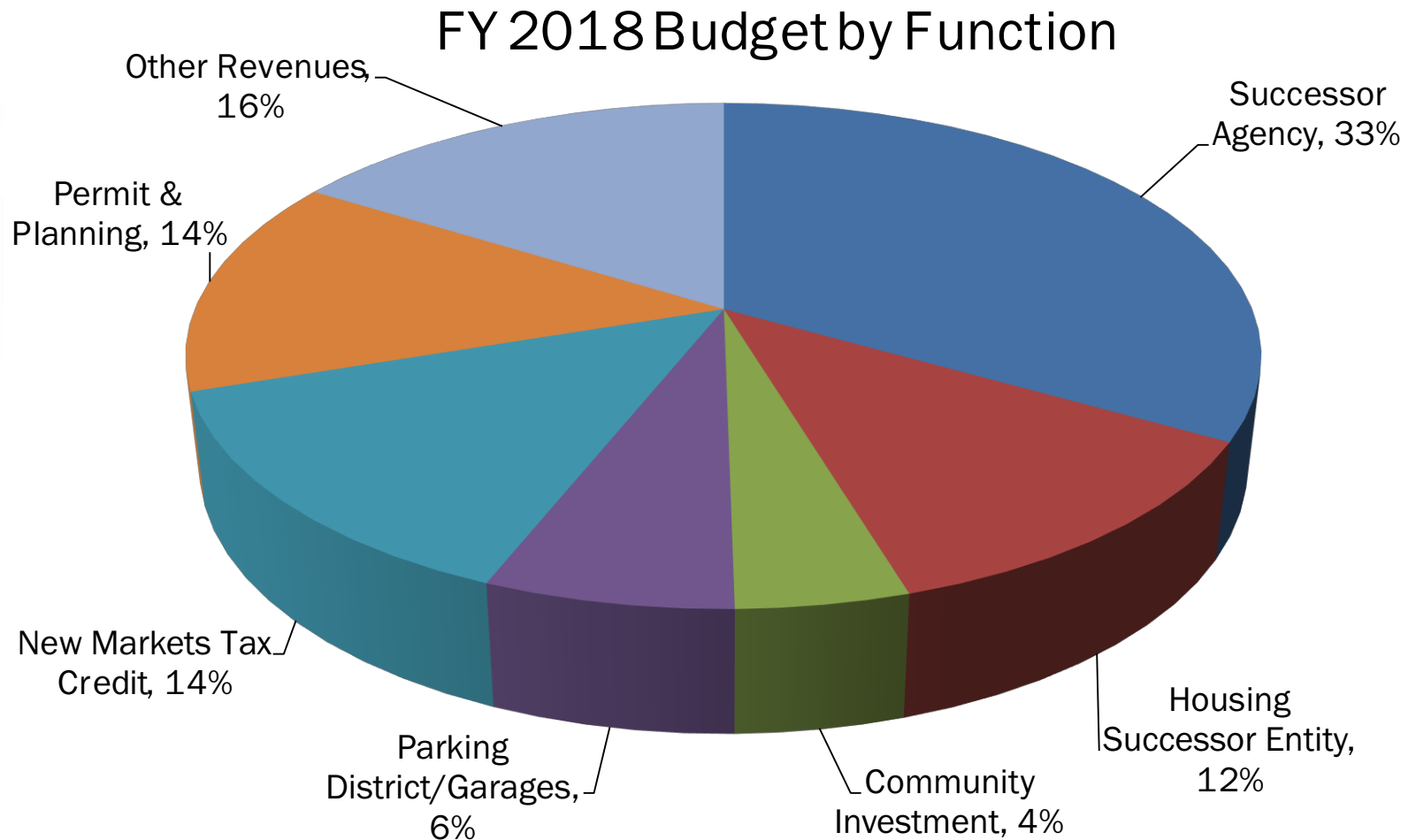
Civic San Diego

FY 2018 Revenue Breakdown

Revenue Description	Proposed FY 2018	Adopted FY 2017	FY17-18 Change
Successor Agency	\$ 2,654,319	\$ 3,470,683	\$ (816,364)
Housing Successor Entity	965,841	766,094	199,747
Parking District/Garages	504,774	753,322	(248,548)
Permit & Planning Fees	1,116,145	1,189,985	(73,840)
Community Investment	350,000	850,000	(500,000)
New Markets Tax Credit	1,101,021	290,750	810,271
Other Revenues	1,290,900	382,900	908,000
Total	<u>\$ 7,983,000</u>	<u>\$ 7,703,734</u>	<u>\$ 279,266</u>

Civic San Diego

FY 2018 Revenue Breakdown



Civic San Diego

FY 2018 Expenditure Breakdown

Expenditure Description	Proposed FY 2018	Adopted FY 2017	FY17-18 Change
Successor Agency	\$2,654,319	\$3,470,683	\$ (816,364)
Housing Successor Entity	965,841	766,094	199,747
Parking District/Garages	504,774	753,322	(248,548)
Permit & Planning	1,116,145	1,189,985	(73,840)
Community Investment	350,000	849,676	(499,676)
New Markets Tax Credit	1,101,021	290,750	810,271
Other Programs	1,290,900	382,491	908,409
Total	<u>\$7,983,000</u>	<u>\$7,703,000</u>	<u>\$ 280,000</u>

REQUEST FOR COUNCIL ACTION CITY OF SAN DIEGO				CERTIFICATE NUMBER (FOR COMPTROLLER'S USE ONLY) N/A	
TO: CITY COUNCIL		FROM (ORIGINATING DEPARTMENT): Civic San Diego		DATE: 4/21/2017	
SUBJECT: Proposed Fiscal Year 2017-2018 Administrative Budget for Civic San Diego – General					
PRIMARY CONTACT (NAME, PHONE): Pamela Rojas, 619-533-7136			SECONDARY CONTACT (NAME, PHONE): ,		
COMPLETE FOR ACCOUNTING PURPOSES					
FUND					
FUNCTIONAL AREA					
COST CENTER					
GENERAL LEDGER ACCT					
WBS OR INTERNAL ORDER					
CAPITAL PROJECT No.					
AMOUNT	0.00	0.00	0.00	0.00	0.00
FUND					
FUNCTIONAL AREA					
COST CENTER					
GENERAL LEDGER ACCT					
WBS OR INTERNAL ORDER					
CAPITAL PROJECT No.					
AMOUNT	0.00	0.00	0.00	0.00	0.00
COST SUMMARY (IF APPLICABLE):					
ROUTING AND APPROVALS					
CONTRIBUTORS/REVIEWERS:		APPROVING AUTHORITY	APPROVAL SIGNATURE	DATE SIGNED	
Liaison Office		ORIG DEPT.	Jarrett, Reese	04/21/2017	
Financial Management		CFO			
Comptroller		DEPUTY CHIEF	Graham, David	04/27/2017	
		COO			
		CITY ATTORNEY			
		COUNCIL PRESIDENTS OFFICE			
PREPARATION OF:	<input checked="" type="checkbox"/> RESOLUTIONS	<input type="checkbox"/> ORDINANCE(S)	<input type="checkbox"/> AGREEMENT(S)	<input type="checkbox"/> DEED(S)	
That the City Council recommends approval of the proposed Fiscal Year 2017-2018 Administrative Budget (“FY18 Budget”) and Work Plan for Civic San Diego (“CivicSD”).					
STAFF RECOMMENDATIONS: Approve Requested Action					
SPECIAL CONDITIONS (REFER TO A.R. 3.20 FOR INFORMATION ON COMPLETING THIS SECTION)					
COUNCIL DISTRICT(S):	1-9				
COMMUNITY AREA(S):	General				
ENVIRONMENTAL IMPACT:	This activity is not a “Project” for purposes of the California Environmental				

	Quality Act (CEQA) because it does not fit within the definition of a “Project” set forth in Public Resources Code Section 21065 or CEQA Guidelines Section 15378. Therefore, this activity is not subject to CEQA pursuant to CEQA Guidelines Section 15060(c)(3).
CITY CLERK INSTRUCTIONS:	

**COUNCIL ACTION
EXECUTIVE SUMMARY SHEET
CITY OF SAN DIEGO**

DATE: 4/21/2017

ORIGINATING DEPARTMENT: Civic San Diego

SUBJECT: Proposed Fiscal Year 2017-2018 Administrative Budget for Civic San Diego – General

COUNCIL DISTRICT(S): 1-9

CONTACT/PHONE NUMBER: Pamela Rojas/619-533-7136

DESCRIPTIVE SUMMARY OF ITEM:

Fiscal Year 2017-2018 Administrative Budget and Work Plan for Civic San Diego.

STAFF RECOMMENDATION:

Approve Requested Action

EXECUTIVE SUMMARY OF ITEM BACKGROUND: Annually, CivicSD must prepare and submit a budget to the City of San Diego (“City”) to be incorporated with the City’s budget. On March 22, 2017, the CivicSD Board of Directors approved the FY18 Budget and Work Plan.

CITY STRATEGIC PLAN GOAL(S)/OBJECTIVE(S): N/A

FISCAL CONSIDERATIONS: The proposed FY18 Budget totals \$7,983,000 and has increased by \$280,000, or 3.6% as compared to the Fiscal Year 2016-2017 Budget (“FY17 Budget”). The FY18 Budget is categorized by function and respective revenue sources; permit fees, parking meter revenues, administrative fees and project management fees, grants and other.

EQUAL OPPORTUNITY CONTRACTING INFORMATION (IF APPLICABLE): N/A

PREVIOUS COUNCIL and/or COMMITTEE ACTION (describe any changes made to the item from what was presented at committee): N/A

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS: N/A

KEY STAKEHOLDERS AND PROJECTED IMPACTS: N/A

Jarrett, Reese

Originating Department

Graham, David

Deputy Chief/Chief Operating Officer



REPORT NO. CSD 17-06

DATE ISSUED: May 3, 2017

ATTENTION: Honorable Council President and City Council
Docket of May 9, 2017

ORIGINATING DEPT.: Civic San Diego

SUBJECT: Proposed Fiscal Year 2017-2018 Administrative Budget for Civic
San Diego – General

COUNCIL DISTRICTS: 1-9

REFERENCE: None

STAFF CONTACT: Pamela Rojas, Principal Accountant

STAFF RECOMMENDATION: That the City Council recommends approval of the proposed Fiscal Year 2017-2018 Administrative Budget (“FY18 Budget”) and Work Plan for Civic San Diego (“CivicSD”).

SUMMARY: Annually, CivicSD must prepare and submit a budget to the City of San Diego (“City”) to be incorporated with the City’s budget. On March 22, 2017, the CivicSD Board of Directors approved the FY18 Budget and Work Plan.

This memorandum, combined with the attachments, represents the proposed FY18 Budget and Work Plan for CivicSD. The proposed FY18 Budget totals \$7,983,000.

FISCAL CONSIDERATIONS: The proposed FY18 Budget totals \$7,983,000 and has increased by \$280,000, or 3.6% as compared to the Fiscal Year 2016-2017 Budget (“FY17 Budget”). The FY18 Budget is categorized by function and respective revenue sources; permit fees, parking meter revenues, administrative fees and project management fees, grants and other.

ECONOMIC IMPACTS: None.

CIVIC SAN DIEGO RECOMMENDATION: On March 22, 2017, the CivicSD Board of Directors voted 7-0 to support the staff recommendation.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS: None.

BACKGROUND

Annually, CivicSD must prepare and submit a budget to the City to be incorporated into the City's budget. The FY18 Budget must be submitted to the City by April 3, 2017 for technical review. The City, as Successor Agency to the former Redevelopment Agency of the City, has engaged CivicSD, under its Operating Agreement and Agency Agreement, to implement the redevelopment wind down function pursuant to Assembly Bills x1 26 and 1484. In addition, CivicSD manages functions including Planning, Parking District, Public Works, and Community Investment.

DISCUSSION:

The proposed FY18 Budget totals \$7,983,000, which represents an increase of \$280,000 (3.6%) as compared to the FY17 Budget. The Administrative Budget is comprised of Personnel Expense (salaries and benefits) and Non-Personnel Expense (general administration costs to operate the corporation) and is reflected in the table below.

	FY18 Proposed Budget	FY17 Budget	FY 2017-2018 Change
FTEs	38.0	40.0	(2.0)
Personnel Expense	\$ 4,929,000	\$ 5,120,000	\$ (191,000)
Non-Personnel Expense	\$ 3,054,000	\$ 2,583,000	\$ 471,000
Total	\$ 7,983,000	\$ 7,703,000	\$ 280,000

The Personnel Expense line item for the FY18 Budget decreased by **\$191,000** (3.7%) compared to the FY17 Budget. The number of Full-Time Equivalents (FTEs) decreased by two FTEs. CivicSD has also reduced the number of interns from four to one and reduced potential overtime by half. The reductions are due to the Department of Finance decrease in funding to CivicSD as well as CivicSD implementing prudent financial management decisions that align with the operational needs of the corporation.

The Non-Personnel Expense budget increased by \$471,000 (18.2%) compared to the FY17 Budget (see Schedule 1 on page 7). The increase in expenses is reflected in CivicSD's budget through projects affecting Community Investment, New Markets Tax Credit and Other program departments. There will be no additional City funding from General Funds to support the increase of expenses in these departments. These funds will be secured through grants, developer impact fees, Floor Area Ratio Bonus funds and private sources.

Attachment B is the CivicSD FY18 Work Plan as required under the Operating Agreement.

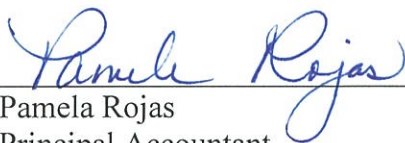
Environmental Impact: This activity is not a "Project" for purposes of the California Environmental Quality Act (CEQA) because it does not fit within the definition of a "Project" set forth in Public Resources Code Section 21065 or CEQA Guidelines Section 15378. Therefore, this activity is not subject to CEQA pursuant to CEQA Guidelines Section 15060(c)(3).

CONCLUSION:

This memorandum, combined with the attachments, represents the proposed FY18 Budget and Work Plan for CivicSD.

Respectfully submitted,

Concurred by:



Pamela Rojas
Principal Accountant



Reese A. Jarrett
President

Attachments: A – Proposed FY18 Administrative Budget
B – Proposed FY18 Work Plan

CIVIC SAN DIEGO

FY 2018 ADMINISTRATIVE BUDGET

Prepared:
March 3, 2017

Amended:
April 19, 2017

ATTACHMENT A

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**BUILDING GREAT URBAN NEIGHBORHOODS.
TOGETHER**

VISION

Revitalized urban neighborhoods that are great places to live, work and recreate, making San Diego economically competitive with the world's best cities

MISSION

Be the entrepreneurial partner to improve economic and social well being with a better built environment in targeted urban neighborhoods

VALUES

Entrepreneurial, results-driven culture

Leaders in innovation

Open engagement with neighborhoods

Cultural understanding

Trusted partner

Accountable

GOALS

To build Public Private Partnerships and use leveraged financing to:

Advance community goals through public improvements

Provide affordable housing, smart mixed-use and transit-oriented development

Foster livable, sustainable and healthy neighborhoods

Nurture small business and stimulate job creation

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SUMMARY OF ADMINISTRATIVE BUDGET

	FY 2018 PROPOSED	FY 2017 BUDGET	FY 2017-2018 CHANGE
Positions	38.0	40.0	(2.0)
Personnel Expense	\$ 4,929,000	\$ 5,120,000	\$ (191,000)
Non-Personnel Expense	\$ 3,054,000	\$ 2,583,000	\$ 471,000
TOTAL	\$ 7,983,000	\$ 7,703,000	\$ 280,000

ADMINISTRATIVE BUDGET

The Fiscal Year 2018 Budget (FY18 Budget) has increased by 3.6%, or \$280,000, as compared to the Fiscal Year 2017 Budget (FY17 Budget). The FY18 Budget is categorized by function and each function's respective revenue source(s). The anticipated functions for FY18 include: permit processing for which Civic San Diego (Corporation) will collect permit application fees to offset expenses; Downtown Community Parking District (DCPD) activities for which the Corporation will be reimbursed for expenses from the City of San Diego (City) parking meter revenue and other associated parking revenues; Successor Agency Administration and Project Management for which the Corporation will be reimbursed from the City as the Successor Agency for expenses included within the Successor Agency's budget for Administrative and Project Management functions along with specific Recognized Obligation Payment Schedule (ROPS) line items; Housing Successor Administration and Project Management for which the Corporation will be reimbursed from the Housing Successor Entity; New Markets Tax Credit (NMTC) and other activities for which the Corporation will offset the expenses by seeking grants and other revenues such as Floor Area Ratio (FAR) Bonus fees, Development Impact Fees (DIF) and other funds the City may make available to the Corporation. The Corporation annually received an allocation from the City's General Fund named "Economic Development," in FY18 the Corporation will not be receiving General Fund allocations. The Corporation will pursue public and private philanthropy for Community Investment. The table below summarizes the expenses. Detailed information can be found on Schedule 2 of the Budget – Budget by Function and supporting Schedules 4A to 4H.

Budget by Fund		Amount
Successor Agency		
Administration	\$ 1,670,000	
Project Management	984,319	
Total Successor Agency		\$ 2,654,319
Housing Successor Entity		965,841
Parking District/Garages		504,774
Permit & Planning		1,116,145
**Community Investment (formerly Econ. Dev.)		350,000
New Markets Tax Credit		1,101,021
Other Programs		1,290,900
Total FY 18 Budget		<u>\$ 7,983,000</u>

**FY18 introduces a new funding source from public and private philanthropy for Community Investment.

REVENUES

The Corporation receives revenues from several sources including reimbursements from the City, the City as Successor Agency, the DCPD, and the NMTC Fund. The Corporation collects permit fees associated with the processing of development permits in downtown San Diego. The Corporation receives other revenues including FAR Bonus fees, DIF, proceeds from grant, and deposits from developers to offset the expense of staff, legal and consultant costs associated with the negotiation of development transactions. The Corporation will pursue public and private philanthropy for Community Investment. The table below is a comparison of budgeted revenues for FY18 and FY17.

Revenue Description	Proposed FY 2018	Adopted FY 2017	FY17-18 Change
Successor Agency	\$ 2,654,319	\$ 3,470,683	\$ (816,364)
Housing Successor Entity	965,841	766,094	199,747
Parking District/Garages	504,774	753,322	(248,548)
Permit & Planning Fees	1,116,145	1,189,985	(73,840)
Community Investment	350,000	850,000	(500,000)
New Markets Tax Credit	1,101,021	290,750	810,271
Other Revenues	1,290,900	382,900	908,000
Total	<u>\$ 7,983,000</u>	<u>\$ 7,703,734</u>	<u>\$ 279,266</u>

Successor Agency – The Corporation, under its Operating Agreement and Agency Agreement (Agreements) with the City, is permitted to seek reimbursement from the City as Successor Agency for activities related to the wind down of redevelopment in accordance with Assembly Bills x1 26 and 1484. These activities include Successor Agency Administration and Project Management. These expenses are billed to the respective line items in the ROPS. The Corporation is reimbursed dollar for dollar based on actual expenditures. It is anticipated that the Corporation would receive reimbursements from the Successor Agency of approximately \$2,654,319. Reimbursements from the Successor Agency have decreased as workloads associated with the wind down of redevelopment activities have also decreased. Details of the anticipated revenues can be found on Schedule 3 under Successor Agency.

Housing Successor and Parking District/Garages – The Corporation, under its Agreements with the City, is permitted to seek reimbursement from the City for activities related to the Housing Successor Entity and the Downtown Community Parking District, for responsibilities as assigned to the Corporation by the City. The Corporation is reimbursed on a dollar for dollar based on actual expenditures. It is anticipated that the Corporation would receive reimbursement from the City of approximately \$1,470,615. Reimbursement from the Housing Successor Entity increased due to the transfer or sale of properties and the Corporation's role in managing remaining City properties. Details of the anticipated revenues can be found on Schedule 3 under City.

Community Investment – The Corporation's Community Investment strategy is to leverage alternative sources of financing with regulatory community reinvestment and public/private philanthropy to foster livable communities and healthy neighborhoods, nurture small business, and stimulate job creation in low-income communities in the City of San Diego or for the benefit of low-income persons. Details of the anticipated revenues can be found on Schedule 3 under Other Revenues-Community Investment.

New Markets Tax Credit – The Corporation seeks reimbursement from the Civic San Diego Economic Growth and Neighborhood Investment Fund for activities related to the NMTC Program. The Corporation is reimbursed on a dollar for dollar based on actual expenditures. Revenue is derived from the annual asset management fees, as well as one time placement fees earned on each NMTC transaction that closes. It is anticipated that the corporation would receive reimbursement from the NMTC program of approximately \$1,101,021. Reimbursement from the NMTC program has increased for the FY18 budget due to the anticipated closing of additional NMTC transactions. The NMTC fund will receive one time processing fees for the close of NMTC transactions and continued collection of asset management fees. Details of the anticipated revenues can be found on Schedule 3 under NMTC Program.

Permit and Planning Fees – The Corporation collects permit fees related to its activities in processing development permits, conditional use permits, neighborhood use permits, as well as other permits. These fees are established by the City and collected by the Corporation. Details of the anticipated revenues can be found on Schedule 3 under Permit & Planning Fees.

Other Revenues – The Corporation collects other revenues including developer deposits, FAR Bonus Fees, DIF's grants, interest income and other income. It is anticipated that the Corporation will receive approximately \$1,290,900 of other income. Details of the anticipated revenues can be found on Schedule 3 under Other Revenues.

EXPENDITURES

Total projected expenditures for FY18 are estimated at \$7.9 million and are broken down between personnel expenditure, and non-personnel expenditures. Further, the Corporation allocates its time and resources to the distinct function for which it provides services. The functions for which the Corporation allocates its expenditures are as follows:

Successor Agency Administration – The City as Successor Agency to the former Redevelopment Agency of the City of San Diego, has engaged the Corporation to carry out the redevelopment wind down function, as prescribed under Assembly Bills x1 26 and 1484. The Corporation has Agreements with the City. Through these Agreements, the Corporation is responsible for, but not limited to, administering existing contracts, processing payments, preparation of annual ROPS, coordination with the California Department of Finance (DOF), as well as other administrative, project management, and property functions necessary to wind down the former Redevelopment Agency. The Successor Agency must prepare an administrative budget and have that budget approved by the Oversight Board and DOF. The Corporation is reimbursed for its services through that administrative budget.

Real Estate Assets and Project Management – The City as Successor Agency to the former Redevelopment Agency of the City of San Diego, has engaged the Corporation in order to carry out the redevelopment wind down function as prescribed under Assembly Bills x1 26 and 1484. The Corporation has Agreements with the City of San Diego. Through these Agreements, the Corporation is responsible for, but not limited to, administering existing contracts, processing payments, preparation of annual ROPS, coordination with the DOF, as well as other administrative, project management, and property functions necessary to wind down the former Redevelopment Agency. The Redevelopment Dissolution law states that staff time associated with the implementation of Enforceable Obligations, may be considered a project management cost and not an administrative cost. The Successor Agency has listed project management as a line item on the ROPS. The Corporation expenses associated with these functions will be reimbursed through the respective line items on the ROPS.

Housing Successor Entity – The City elected to become the Housing Successor Entity (Housing Successor) for the former Redevelopment Agency of the City of San Diego, and has engaged the Corporation to assist the City in its capacity as Housing Successor. The Corporation will be assisting the City in such activities, but not limited to, administering and implementing existing contracts, managing the solicitation and the selection process for development partners, Development and Disposition Agreements (DDA's), Owner Participation Agreements (OPA's), managing the properties held by the Housing Successor, and implementing the DDA's or OPA's for properties held by the Housing Successor.

Permit & Planning – The Planning Department performs professional planning tasks emphasizing implementation of the Downtown Community Plan, adopted in 2006. The Department conducts and manages a variety of Community Plan implementation studies, tasks, and consultant contracts and oversees all development entitlement services, including design review of new projects and discretionary land use permits.

Downtown Parking Programs – The DCPD was established by the City in 1997 in order to invest in and manage public parking assets within downtown San Diego. City Council Policy #100-18 – Community Parking District Policy governs the activities of the DCPD. The DCPD's goal is to increase the supply and manage the existing supply of public on-street and off-street parking, calm traffic, reduce congestion, promote walking and biking, provide for pedestrian safety improvements, and improve neighborhood appearance. The Corporation expenses associated with this function will be reimbursed by the City through the DCPD funds.

Community Investment – The Corporation will pursue activities including facilitating business attraction, expansion and retention, and collaborating with other strategic partners in targeted underserved communities. The Corporation continues to work jointly with the Housing Commission on the development of a Transit Oriented Development fund to facilitate development in targeted neighborhoods. The FY18 budget does not include any allocation from the City’s General Fund.

New Markets Tax Credit – The Economic Growth Fund is a certified Community Development Entity (CDE), with the U.S. Treasury Department through the Community Development Financial Institutions Fund (FUND) and is eligible to apply for and be allocated NMTC. The CDFI Fund's mission is to increase economic opportunity and promote community development investments for underserved populations and in distressed communities throughout the United States.

Other Programs – The Corporation may also provide services to the City on special projects as assigned by the City, under the Corporation’s Agreements with the City. The Corporation also collects developer deposit fees associated with its planning function or when negotiating a project with developers to cover staff time and consultant time. During FY16, the Corporation, in conjunction with the City, was awarded grants for projects within the downtown area. Staff time and costs which can be attributed to those grants are reflected in this category. Additionally, the Corporation may collect fees for providing services to third parties.

The table below summarizes the costs associated with the above functions. Detailed information can be found on Schedules 4A to 4H

Expenditure Description	Proposed FY 2018	Adopted FY 2017	FY17-18 Change
Successor Agency	\$ 2,654,319	\$ 3,470,683	\$ (816,364)
Housing Successor Entity	965,841	766,094	199,747
Parking District/Garages	504,774	753,322	(248,548)
Permit & Planning	1,116,145	1,189,985	(73,840)
Community Investment	350,000	849,676	(499,676)
New Markets Tax Credit	1,101,021	290,750	810,271
Other Programs	1,290,900	382,491	908,409
Total	<u>\$ 7,983,000</u>	<u>\$ 7,703,000</u>	<u>\$ 280,000</u>

Personnel Expenses – Personnel Expenses are budgeted at \$4.9 million (salaries \$3.6M; benefits and taxes \$1.3M). This is a decrease of \$191 thousand (3.7%) over FY17. The Personnel line item is comprised of 38 FTE’s and one intern. The FY18 budget proposes a 3.0% merit pool and approximately \$100 thousand of contingency costs for potential payout of accrued vacation, adjustments to salaries that may be necessary when hiring or for special circumstances, such as severance or retention adjustments.

Fiscal Year 2018 Administrative Budget

During FY17 staff performed a market analysis of salary ranges and has proposed changes to salary ranges, but no changes to actual salaries were made as a result of these proposed salary range modifications. The Corporation engaged Marsh & McLennan to conduct an independent salary survey for all staff positions to assess total target cash compensation levels and salary ranges relative to market data. Market data sources included peer organizations as well as private and public data sources. After analyzing the survey data and consulting with Marsh & McLennan, the Corporation recommends refining salary ranges for the following job families:

Position	Current Salary Range	Proposed Salary Range	Explanation for Modification
Vice President	\$108,000 to \$155,000	\$108,000 to \$172,000	Current range is below the 75 th percentile (at the top end) of current market rates. The range adjustment provides for closer alignment with similarly situated organizations.
Project Manager – Engineer (Principal, SR, PM, Assoc. or Asst.)	\$60,000 to \$139,000	\$60,000 to \$149,000	Current range is below the 75 th percentile (at the top end) of current market rates for Principal Engineer. The range adjustment provides for closer alignment with similarly situated organizations at the Principal Engineer level.
Public Relations Specialist	\$55,000 to \$85,000	\$55,000 to \$97,000	Current range is below the 75 th percentile (at the top end) of current market rates for PR Manager. The range adjustment provides for closer alignment with similarly situated organizations at the PR Manager level.
Information Technology Manager	\$70,000 to \$100,000	\$75,000 to \$107,000	Current range is below the 25 th and 75 th percentile of current market rates. The range adjustment provides for closer alignment with similarly situated organizations.
Administrative Clerical Assistant/Receptionist	\$27,000 to \$39,000	\$32,000 to \$48,000	Current range is below the 25 th and 75 th percentile of current market rates. The range has not been refined for several years.

A full listing of salary ranges can be found on Schedule 5.

CIVIC SAN DIEGO

FISCAL YEAR 2017-2018
ADMINISTRATIVE BUDGET

COMBINED BUDGET FOR ALL FUNCTIONS

	PROPOSED FY 2018 BUDGET	ADOPTED FY 2017 BUDGET	\$ CHANGE	% CHANGE
SALARIES AND BENEFITS				
Existing Positions	\$ 3,625,000	\$ 3,710,000	\$ (85,000)	(2.3%)
Benefits	<u>1,304,000</u>	<u>1,410,000</u>	<u>(106,000)</u>	<u>(7.5%)</u>
Subtotal Salaries and Benefits	<u>\$ 4,929,000</u>	<u>\$ 5,120,000</u>	<u>\$ (191,000)</u>	<u>(3.7%)</u>
 OVERHEAD				
1 Rent- Office	\$ 485,000	456,000	\$ 29,000	6.4%
2 Rent- Equipment	5,000	4,000	1,000	25.0%
3 Leasehold Improvements	18,500	35,000	(16,500)	(47.1%)
4 Telephone & Utilities	34,000	34,000	-	0.0%
5 Office/Graphics/Computer Programs & Supplies	96,000	74,000	22,000	29.7%
6 Postage	28,000	28,000	-	0.0%
7 Publications	2,500	2,000	500	25.0%
8 Reproduction Expense	69,000	65,000	4,000	6.2%
9 Advertising/Relocation/Recruiting Expense	48,000	33,000	15,000	45.5%
10 Business Expense	31,000	35,000	(4,000)	(11.4%)
11 Travel-Board/Corporate	6,000	6,000	-	0.0%
12 Auto Expense	5,000	6,000	(1,000)	(16.7%)
13 Repairs & Maintenance	20,000	10,000	10,000	100.0%
14 General Memberships	6,000	8,000	(2,000)	(25.0%)
15 Professional Development	22,000	25,000	(3,000)	(12.0%)
16 Associated Travel	20,000	28,000	(8,000)	(28.6%)
17 Memberships	8,000	10,000	(2,000)	(20.0%)
18 Insurance	172,000	168,000	4,000	2.4%
19 F F & E /Computer Equipment	36,000	80,000	(44,000)	(55.0%)
20 Directors/Board Expense	7,000	6,000	1,000	16.7%
21 Economic Development and Outreach	996,600	520,000	476,600	91.7%
22 Professional/Consulting Services	<u>938,400</u>	<u>950,000</u>	<u>(11,600)</u>	<u>(1.2%)</u>
Subtotal Overhead	<u>\$ 3,054,000</u>	<u>\$ 2,583,000</u>	<u>\$ 471,000</u>	<u>18.2%</u>
 TOTAL ADMINISTRATIVE BUDGET	<u><u>\$ 7,983,000</u></u>	<u><u>\$ 7,703,000</u></u>	<u><u>\$ 280,000</u></u>	<u><u>3.6%</u></u>

CIVIC SAN DIEGO

FISCAL YEAR 2017-2018

BUDGET BY FUNCTION

Description	Total Budget	Successor Agency Oversight & Overhead	Housing Successor Entity	Real Estate Assets & Project Management	Permit & Planning	Parking Programs	Community Investment	NMTC Program	Other Programs
Revenues									
Successor Agency	2,654,319	1,670,000	-	984,319	-	-	-	-	-
Housing Successor and Parking Programs	1,470,615		965,841			504,774			
NMTC Program	1,101,021	-	-	-	-	-	-	1,101,021	-
Permit & Planning Fees	1,116,145	-	-	-	1,116,145	-	-	-	-
Other Revenues	1,640,900	-	-	-	-	-	350,000	-	1,290,900
Total Revenues	7,983,000	1,670,000	965,841	984,319	1,116,145	504,774	350,000	1,101,021	1,290,900
Expenditures									
Salaries	3,625,000	870,977	522,526	557,435	566,638	262,222	191,566	270,973	382,663
Benefits & Taxes	1,304,000	327,605	176,497	185,358	216,184	98,630	67,543	99,414	132,768
Rent	485,000	136,093	60,113	64,351	81,616	36,884	23,543	35,628	46,772
Rent- Equipment	5,000	1,305	637	681	864	391	249	377	495
Leasehold Improvements	18,500	4,829	2,355	2,521	3,198	1,445	922	1,396	1,833
Telephone & Utilities	34,000	7,022	3,425	3,666	4,650	9,101	1,341	2,030	2,765
Office/Graphics/Computer Programs & Supplies	96,000	25,060	12,222	13,084	16,594	7,499	4,787	7,244	9,510
Postage	28,000	2,088	1,019	1,090	21,383	625	399	604	792
Publications	2,500	653	318	341	432	195	125	189	248
Reproduction Expense	69,000	18,012	8,785	9,404	11,927	5,390	3,440	5,207	6,835
Advertising/Relocation/Recruiting Expense	48,000	10,703	5,220	5,588	14,087	3,203	2,044	3,094	4,061
Business Expense	31,000	8,092	3,947	4,225	5,359	2,422	1,546	2,339	3,071
Travel-Board/Corporate	6,000	3,576	418	447	567	256	164	248	325
Auto Expense	5,000	1,305	637	681	864	391	249	377	495
Repairs & Maintenance	20,000	5,221	2,546	2,726	3,457	1,562	997	1,509	1,981
General Memberships	6,000	1,566	764	818	1,037	469	299	453	594
Professional Development	22,000	5,743	2,801	2,998	3,803	1,719	1,097	1,660	2,179
Associated Travel	20,000	4,438	2,164	2,317	5,939	1,328	848	1,283	1,684
Memberships	8,000	2,088	1,019	1,090	1,383	625	399	604	792
Insurance	172,000	44,900	21,898	23,442	29,731	13,436	8,576	12,952	17,065
F F & E /Computer Equipment	36,000	9,398	4,583	4,906	6,223	2,812	1,795	2,716	3,566
Directors/Board Expense	7,000	1,827	891	954	1,210	547	349	528	693
Economic Development and Outreach	996,600	-	45,000	-	-	-	-	600,000	351,600
Professional/Consulting Services	938,400	177,497	86,058	96,195	119,000	53,622	37,722	50,196	318,111
Total Expenditures	7,983,000	1,670,000	965,841	984,319	1,116,145	504,774	350,000	1,101,021	1,290,900
Net Change in Fund Balance	0	-	-	-	0	-	(0)	-	0

Civic San Diego
FISCAL YEAR 2017-2018
Revenue Details

REVENUE DESCRIPTION	BUDGET FY 2018	Successor Agency & Oversight	Housing Successor	Real Estate Assets & Project Management	Permit & Planning	Parking Programs	Community Investment	NMTC	Other	Total
Successor Agency										
Administrative Cost	1,670,000	1,670,000	-	-	-	-	-	-	-	1,670,000
Project Management Cost	984,319	-	-	984,319	-	-	-	-	-	984,319
Subtotal Successor Agency	2,654,319	1,670,000	-	984,319	-	-	-	-	-	2,654,319
City										
Housing Successor Entity	965,841	-	965,841	-	-	-	-	-	-	965,841
Parking District-Parking Meter Revenue	364,198	-	-	-	-	364,198	-	-	-	364,198
Parking Garages	140,575	-	-	-	-	140,575	-	-	-	140,575
Subtotal City	1,470,615		965,841			504,774				1,470,615
NMTC Program										
Annual Administration Fee	487,750	-	-	-	-	-		487,750	-	487,750
Contributions from the Fund	613,271	-	-	-	-	-	-	613,271	-	613,271
Subtotal NMTC Program	1,101,021	-	-	-	-	-	-	1,101,021	-	1,101,021
Permit & Planning Fees										
Permit Fees	1,116,145	-	-	-	1,116,145	-	-	-	-	1,116,145
Other Fees/Charges	-	-	-	-	-	-	-	-	-	-
Subtotal Permit & Planning	1,116,145	-	-	-	1,116,145	-	-	-	-	1,116,145
Other Revenues										
Developer Deposits	140,000	-	-	-	-	-	-	-	140,000	140,000
FAR Bonus Funds	200,000	-	-	-	-	-	-	-	200,000	200,000
DIF	200,000	-	-	-	-	-	-	-	200,000	200,000
Grants	750,000	-	-	-	-	-	-	-	750,000	750,000
Interest Income	900	-	-	-	-	-	-	-	900	900
Community Investment	350,000	-	-	-	-	-	350,000	-	-	350,000
Subtotal Other Revenues	1,640,900	-	-	-	-	-	350,000	-	1,290,900	1,640,900
	<u>7,983,000</u>	<u>1,670,000</u>	<u>965,841</u>	<u>984,319</u>	<u>1,116,145</u>	<u>504,774</u>	<u>350,000</u>	<u>1,101,021</u>	<u>1,290,900</u>	<u>7,983,000</u>
Prior Years Budget		1,667,435	766,094	1,803,248	1,189,985	753,322	850,000	290,750	382,900	7,703,733
Increase/(Decrease) from Prior Year		0.15%	26.07%	-45.41%	-6.21%	-32.99%	-58.82%	278.68%	237.14%	3.63%

CIVIC SAN DIEGO

FISCAL YEAR 2017-2018
ADMINISTRATIVE BUDGET

SUCCESSOR AGENCY ADMINISTRATION

	PROPOSED FY 2018 BUDGET	ADOPTED FY 2017 BUDGET	\$ CHANGE	% CHANGE
SALARIES AND BENEFITS				
FTE's	9.92	9.98	(0.06)	(0.6%)
Existing Positions	\$ 870,977	\$ 872,415	\$ (1,438)	(0.2%)
Benefits	327,605	343,881	(16,275)	(4.7%)
Subtotal Salaries and Benefits	<u>\$ 1,198,582</u>	<u>\$ 1,216,295</u>	<u>\$ (17,713)</u>	<u>(1.5%)</u>
OVERHEAD				
1 Rent- Office	\$ 136,093	\$ 119,057	\$ 17,036	14.3%
2 Rent- Equipment	1,305	967	338	34.9%
3 Leasehold Improvements	4,829	8,465	(3,636)	(42.9%)
4 Telephone & Utilities	7,022	8,223	(1,201)	(14.6%)
5 Office/Graphics/Computer Programs & Supplies	25,060	17,897	7,163	40.0%
6 Postage	2,088	1,935	154	7.9%
7 Publications	653	484	169	34.9%
8 Reproduction Expense	18,012	15,721	2,291	14.6%
9 Advertising/Relocation/Recruiting Expense	10,703	6,288	4,415	70.2%
10 Business Expense	8,092	8,465	(373)	(4.4%)
11 Travel-Board/Corporate	3,576	3,513	63	1.8%
12 Auto Expense	1,305	1,451	(146)	(10.1%)
13 Repairs & Maintenance	5,221	2,419	2,802	115.9%
14 General Memberships	1,566	1,935	(369)	(19.0%)
15 Professional Development	5,743	6,116	(374)	(6.1%)
16 Associated Travel	4,438	4,472	(34)	(0.8%)
17 Memberships	2,088	2,419	(330)	(13.7%)
18 Insurance	44,900	40,632	4,268	10.5%
19 F F & E /Computer Equipment	9,398	19,348	(9,951)	(51.4%)
20 Directors/Board Expense	1,827	1,451	376	25.9%
21 Economic Development and Outreach	-	-	-	0.0%
22 Professional/Consulting Services	177,497	179,882	(2,385)	(1.3%)
Subtotal Overhead	<u>\$ 471,418</u>	<u>\$ 451,139</u>	<u>\$ 20,278</u>	<u>4.5%</u>
TOTAL ADMINISTRATIVE BUDGET	<u>\$ 1,670,000</u>	<u>\$ 1,667,435</u>	<u>\$ 2,565</u>	<u>0.2%</u>

CIVIC SAN DIEGO

FISCAL YEAR 2017-2018
ADMINISTRATIVE BUDGET

REAL ESTATE ASSETS & PROJECT MANAGEMENT

	PROPOSED FY 2018 BUDGET	ADOPTED FY 2017 BUDGET	\$ CHANGE	% CHANGE
SALARIES AND BENEFITS				
FTE's	5.18	9.82	(4.65)	(47.3%)
Existing Positions	\$ 557,435	\$ 984,223	\$ (426,788)	(43.4%)
Benefits	185,358	355,851	(170,494)	(47.9%)
Subtotal Salaries and Benefits	<u>\$ 742,793</u>	<u>\$ 1,340,074</u>	<u>\$ (597,282)</u>	<u>(44.6%)</u>
OVERHEAD				
1 Rent- Office	\$ 64,351	\$ 114,278	\$ (49,927)	(43.7%)
2 Rent- Equipment	681	1,029	(347)	(33.7%)
3 Leasehold Improvements	2,521	9,000	(6,478)	(72.0%)
4 Telephone & Utilities	3,666	8,743	(5,076)	(58.1%)
5 Office/Graphics/Computer Programs & Supplies	13,084	19,028	(5,944)	(31.2%)
6 Postage	1,090	2,057	(967)	(47.0%)
7 Publications	341	514	(174)	(33.7%)
8 Reproduction Expense	9,404	16,714	(7,310)	(43.7%)
9 Advertising/Relocation/Recruiting Expense	5,588	6,685	(1,098)	(16.4%)
10 Business Expense	4,225	9,000	(4,775)	(53.1%)
11 Travel-Board/Corporate	447	843	(396)	(47.0%)
12 Auto Expense	681	1,543	(861)	(55.8%)
13 Repairs & Maintenance	2,726	2,571	154	6.0%
14 General Memberships	818	2,057	(1,239)	(60.2%)
15 Professional Development	2,998	6,504	(3,506)	(53.9%)
16 Associated Travel	2,317	4,756	(2,439)	(51.3%)
17 Memberships	1,090	2,571	(1,481)	(57.6%)
18 Insurance	23,442	43,198	(19,757)	(45.7%)
19 F F & E /Computer Equipment	4,906	20,571	(15,664)	(76.1%)
20 Directors/Board Expense	954	1,543	(589)	(38.2%)
21 Economic Development and Outreach	-	-	-	0.0%
22 Professional/Consulting Services	96,195	189,970	(93,775)	(49.4%)
Subtotal Overhead	<u>\$ 241,526</u>	<u>\$ 463,174</u>	<u>\$ (221,648)</u>	<u>(47.9%)</u>
TOTAL ADMINISTRATIVE BUDGET	<u>\$ 984,319</u>	<u>\$ 1,803,248</u>	<u>\$ (818,930)</u>	<u>(45.4%)</u>

CIVIC SAN DIEGO

FISCAL YEAR 2017-2018
ADMINISTRATIVE BUDGET

HOUSING SUCCESSOR ADMINISTRATION

	PROPOSED FY 2018 BUDGET	ADOPTED FY 2017 BUDGET	\$ CHANGE	% CHANGE
SALARIES AND BENEFITS				
FTE's	4.84	4.20	0.63	15.1%
Existing Positions	\$ 522,526	\$ 409,156	\$ 113,370	27.7%
Benefits	176,497	153,570	22,927	14.9%
Subtotal Salaries and Benefits	<u>\$ 699,023</u>	<u>\$ 562,726</u>	<u>\$ 136,297</u>	<u>24.2%</u>
OVERHEAD				
1 Rent- Office	\$ 60,113	\$ 50,176	\$ 9,937	19.8%
2 Rent- Equipment	637	452	185	41.0%
3 Leasehold Improvements	2,355	3,952	(1,596)	(40.4%)
4 Telephone & Utilities	3,425	3,839	(414)	(10.8%)
5 Office/Graphics/Computer Programs & Supplies	12,222	8,355	3,868	46.3%
6 Postage	1,019	903	115	12.8%
7 Publications	318	226	92	41.0%
8 Reproduction Expense	8,785	7,339	1,446	19.7%
9 Advertising/Relocation/Recruiting Expense	5,220	2,935	2,284	77.8%
10 Business Expense	3,947	3,952	(5)	(0.1%)
11 Travel-Board/Corporate	418	370	47	12.8%
12 Auto Expense	637	677	(41)	(6.0%)
13 Repairs & Maintenance	2,546	1,129	1,417	125.5%
14 General Memberships	764	903	(139)	(15.4%)
15 Professional Development	2,801	2,856	(55)	(1.9%)
16 Associated Travel	2,164	2,089	76	3.6%
17 Memberships	1,019	1,129	(110)	(9.8%)
18 Insurance	21,898	18,967	2,931	15.5%
19 F F & E /Computer Equipment	4,583	9,032	(4,449)	(49.3%)
20 Directors/Board Expense	891	677	214	31.6%
21 Economic Development and Outreach	45,000	-	45,000	0.0%
22 Professional/Consulting Services	86,058	83,411	2,647	3.2%
Subtotal Overhead	<u>\$ 266,818</u>	<u>\$ 203,368</u>	<u>\$ 63,450</u>	<u>31.2%</u>
TOTAL ADMINISTRATIVE BUDGET	<u>\$ 965,841</u>	<u>\$ 766,094</u>	<u>\$ 199,747</u>	<u>26.1%</u>

CIVIC SAN DIEGO

FISCAL YEAR 2017-2018
ADMINISTRATIVE BUDGET

PERMIT AND PLANNING				
	PROPOSED FY 2018 BUDGET	ADOPTED FY 2017 BUDGET	\$ CHANGE	% CHANGE
SALARIES AND BENEFITS				
FTE's	6.57	7.58	(1.01)	(13.3%)
Existing Positions	\$ 566,638	\$ 620,806	\$ (54,168)	(8.7%)
Benefits	216,184	252,560	(36,376)	(14.4%)
Subtotal Salaries and Benefits	\$ 782,822	\$ 873,366	\$ (90,544)	(10.4%)
OVERHEAD				
1 Rent- Office	\$ 81,616	\$ 68,990	\$ 12,626	18.3%
2 Rent- Equipment	864	621	243	39.2%
3 Leasehold Improvements	3,198	5,433	(2,235)	(41.1%)
4 Telephone & Utilities	4,650	5,278	(628)	(11.9%)
5 Office/Graphics/Computer Programs & Supplies	16,594	11,487	5,107	44.5%
6 Postage	21,383	21,242	141	0.7%
7 Publications	432	310	122	39.2%
8 Reproduction Expense	11,927	10,090	1,837	18.2%
9 Advertising/Relocation/Recruiting Expense	14,087	11,036	3,051	27.6%
10 Business Expense	5,359	5,433	(75)	(1.4%)
11 Travel-Board/Corporate	567	509	58	11.4%
12 Auto Expense	864	931	(67)	(7.2%)
13 Repairs & Maintenance	3,457	1,552	1,905	122.7%
14 General Memberships	1,037	1,242	(205)	(16.5%)
15 Professional Development	3,803	3,927	(124)	(3.2%)
16 Associated Travel	5,939	12,871	(6,933)	(53.9%)
17 Memberships	1,383	1,552	(169)	(10.9%)
18 Insurance	29,731	26,079	3,652	14.0%
19 F F & E /Computer Equipment	6,223	12,419	(6,196)	(49.9%)
20 Directors/Board Expense	1,210	931	279	29.9%
21 Economic Development and Outreach	-	-		
22 Professional/Consulting Services	119,000	114,685	4,315	3.8%
Subtotal Overhead	\$ 333,323	\$ 316,619	\$ 16,703	5.3%
TOTAL ADMINISTRATIVE BUDGET	\$ 1,116,145	\$ 1,189,985	\$ (73,840)	(6.2%)

CIVIC SAN DIEGO

FISCAL YEAR 2017-2018
ADMINISTRATIVE BUDGET

PARKING DISTRICT ADMINISTRATION

	PROPOSED FY 2018 BUDGET	ADOPTED FY 2017 BUDGET	\$ CHANGE	% CHANGE
SALARIES AND BENEFITS				
FTE's	2.97	4.31	(1.34)	(31.1%)
Existing Positions	\$ 262,222	\$ 393,126	\$ (130,903)	(33.3%)
Benefits	98,630	150,682	(52,052)	(34.5%)
Subtotal Salaries and Benefits	<u>\$ 360,852</u>	<u>\$ 543,808</u>	<u>\$ (182,955)</u>	<u>(33.6%)</u>
OVERHEAD				
1 Rent- Office	\$ 36,884	\$ 51,693	\$ (14,809)	(28.6%)
2 Rent- Equipment	391	465	(75)	(16.0%)
3 Leasehold Improvements	1,445	4,071	(2,626)	(64.5%)
4 Telephone & Utilities	9,101	3,955	5,147	130.1%
5 Office/Graphics/Computer Programs & Supplies	7,499	8,607	(1,108)	(12.9%)
6 Postage	625	930	(306)	(32.8%)
7 Publications	195	233	(37)	(16.0%)
8 Reproduction Expense	5,390	7,560	(2,170)	(28.7%)
9 Advertising/Relocation/Recruiting Expense	3,203	3,024	179	5.9%
10 Business Expense	2,422	4,071	(1,649)	(40.5%)
11 Travel-Board/Corporate	256	382	(125)	(32.8%)
12 Auto Expense	391	698	(307)	(44.0%)
13 Repairs & Maintenance	1,562	1,163	399	34.3%
14 General Memberships	469	930	(462)	(49.6%)
15 Professional Development	1,719	2,942	(1,223)	(41.6%)
16 Associated Travel	1,328	2,153	(825)	(38.3%)
17 Memberships	625	1,163	(538)	(46.3%)
18 Insurance	13,436	19,540	(6,104)	(31.2%)
19 F F & E /Computer Equipment	2,812	9,305	(6,493)	(69.8%)
20 Directors/Board Expense	547	698	(151)	(21.6%)
21 Economic Development and Outreach	-	-	-	0.0%
22 Professional/Consulting Services	53,622	85,931	(32,310)	(37.6%)
Subtotal Overhead	<u>\$ 143,921</u>	<u>\$ 209,514</u>	<u>\$ (65,593)</u>	<u>(31.3%)</u>
TOTAL ADMINISTRATIVE BUDGET	<u>\$ 504,774</u>	<u>\$ 753,322</u>	<u>\$ (248,548)</u>	<u>(33.0%)</u>

CIVIC SAN DIEGO

FISCAL YEAR 2017-2018
ADMINISTRATIVE BUDGET

COMMUNITY INVESTMENT

	PROPOSED FY 2018 BUDGET	ADOPTED FY 2017 BUDGET	\$ CHANGE	% CHANGE
SALARIES AND BENEFITS				
FTE's	1.89	1.67	0.23	13.5%
Existing Positions	\$ 191,566	\$ 181,881	\$ 9,684	5.3%
Benefits	67,543	63,127	4,416	7.0%
Subtotal Salaries and Benefits	<u>\$ 259,109</u>	<u>\$ 245,008</u>	<u>\$ 14,100</u>	<u>5.8%</u>
OVERHEAD				
1 Rent- Office	\$ 23,543	\$ 20,890	\$ 2,653	12.7%
2 Rent- Equipment	249	188	61	32.6%
3 Leasehold Improvements	922	1,645	(723)	(43.9%)
4 Telephone & Utilities	1,341	1,598	(257)	(16.1%)
5 Office/Graphics/Computer Programs & Supplies	4,787	3,478	1,309	37.6%
6 Postage	399	376	23	6.1%
7 Publications	125	94	31	32.6%
8 Reproduction Expense	3,440	3,055	385	12.6%
9 Advertising/Relocation/Recruiting Expense	2,044	1,222	822	67.3%
10 Business Expense	1,546	1,645	(99)	(6.0%)
11 Travel-Board/Corporate	164	154	9	6.1%
12 Auto Expense	249	282	(33)	(11.6%)
13 Repairs & Maintenance	997	470	527	112.2%
14 General Memberships	299	376	(77)	(20.4%)
15 Professional Development	1,097	1,189	(92)	(7.7%)
16 Associated Travel	848	870	(22)	(2.6%)
17 Memberships	399	470	(71)	(15.1%)
18 Insurance	8,576	7,897	680	8.6%
19 F F & E /Computer Equipment	1,795	3,760	(1,965)	(52.3%)
20 Directors/Board Expense	349	282	67	23.8%
21 Economic Development and Outreach	-	520,000	(520,000)	(100.0%)
22 Professional/Consulting Services	37,722	34,726	2,996	8.6%
Subtotal Overhead	<u>\$ 90,892</u>	<u>\$ 604,667</u>	<u>\$ (513,776)</u>	<u>(85.0%)</u>
TOTAL ADMINISTRATIVE BUDGET	<u>\$ 350,000</u>	<u>\$ 849,676</u>	<u>\$ (499,675)</u>	<u>(58.8%)</u>

CIVIC SAN DIEGO

FISCAL YEAR 2017-2018
ADMINISTRATIVE BUDGET

NEW MARKETS TAX CREDIT PROGRAM

	PROPOSED FY 2018 BUDGET	ADOPTED FY 2017 BUDGET	\$ CHANGE	% CHANGE
SALARIES AND BENEFITS				
FTE's	2.87	1.55	1.31	84.5%
Existing Positions	\$ 270,973	\$ 154,912	\$ 116,061	74.9%
Benefits	99,414	56,513	42,902	75.9%
Subtotal Salaries and Benefits	<u>\$ 370,388</u>	<u>\$ 211,425</u>	<u>\$ 158,963</u>	<u>75.2%</u>
OVERHEAD				
1 Rent- Office	\$ 35,628	\$ 19,767	\$ 15,861	80.2%
2 Rent- Equipment	377	178	199	112.1%
3 Leasehold Improvements	1,396	1,557	(161)	(10.3%)
4 Telephone & Utilities	2,030	1,512	518	34.2%
5 Office/Graphics/Computer Programs & Supplies	7,244	3,291	3,953	120.1%
6 Postage	604	356	248	69.7%
7 Publications	189	89	100	112.1%
8 Reproduction Expense	5,207	2,891	2,315	80.1%
9 Advertising/Relocation/Recruiting Expense	3,094	1,156	1,937	167.5%
10 Business Expense	2,339	1,557	782	50.3%
11 Travel-Board/Corporate	248	146	102	69.7%
12 Auto Expense	377	267	110	41.4%
13 Repairs & Maintenance	1,509	445	1,064	239.3%
14 General Memberships	453	356	97	27.2%
15 Professional Development	1,660	832	828	99.5%
16 Associated Travel	1,283	323	960	297.6%
17 Memberships	604	445	159	35.7%
18 Insurance	12,952	7,472	5,479	73.3%
19 F F & E /Computer Equipment	2,716	3,558	(842)	(23.7%)
20 Directors/Board Expense	528	267	261	97.9%
21 Economic Development and Outreach	600,000	-	600,000	0.0%
22 Professional/Consulting Services	50,196	32,860	17,336	52.8%
Subtotal Overhead	<u>\$ 730,633</u>	<u>\$ 79,325</u>	<u>\$ 651,308</u>	<u>821.1%</u>
TOTAL ADMINISTRATIVE BUDGET	<u>\$ 1,101,021</u>	<u>\$ 290,750</u>	<u>\$ 810,270</u>	<u>278.7%</u>

CIVIC SAN DIEGO

FISCAL YEAR 2017-2018
ADMINISTRATIVE BUDGET

OTHER PROGRAMS				
	PROPOSED FY 2018 BUDGET	ADOPTED FY 2017 BUDGET	\$ CHANGE	% CHANGE
SALARIES AND BENEFITS				
FTE's	3.76	0.88	2.88	325.6%
Existing Positions	\$ 382,663	\$ 93,482	\$ 289,182	309.3%
Benefits	132,768	33,816	98,952	292.6%
Subtotal Salaries and Benefits	<u>\$ 515,431</u>	<u>\$ 127,297</u>	<u>\$ 388,134</u>	<u>304.9%</u>
OVERHEAD				
1 Rent- Office	\$ 46,772	\$ 11,149	\$ 35,623	319.5%
2 Rent- Equipment	495	100	395	393.6%
3 Leasehold Improvements	1,833	878	955	108.7%
4 Telephone & Utilities	2,765	853	1,912	224.1%
5 Office/Graphics/Computer Programs & Supplies	9,510	1,856	7,653	412.3%
6 Postage	792	201	592	294.9%
7 Publications	248	50	197	393.6%
8 Reproduction Expense	6,835	1,631	5,204	319.2%
9 Advertising/Relocation/Recruiting Expense	4,061	652	3,409	522.7%
10 Business Expense	3,071	878	2,193	249.7%
11 Travel-Board/Corporate	325	82	243	294.9%
12 Auto Expense	495	151	345	229.1%
13 Repairs & Maintenance	1,981	251	1,730	689.7%
14 General Memberships	594	201	394	196.1%
15 Professional Development	2,179	634	1,545	243.5%
16 Associated Travel	1,684	468	1,216	259.9%
17 Memberships	792	251	542	215.9%
18 Insurance	17,065	4,215	12,851	304.9%
19 F F & E /Computer Equipment	3,566	2,007	1,559	77.7%
20 Directors/Board Expense	693	151	543	360.7%
21 Economic Development and Outreach	351,600	-	351,600	0.0%
22 Professional/Consulting Services	318,111	228,534	89,576	39.2%
Subtotal Overhead	<u>\$ 775,469</u>	<u>\$ 255,193</u>	<u>\$ 520,276</u>	<u>203.9%</u>
TOTAL ADMINISTRATIVE BUDGET	<u>\$ 1,290,900</u>	<u>\$ 382,491</u>	<u>\$ 908,409</u>	<u>237.5%</u>

CIVIC SAN DIEGO

FISCAL YEAR 2017-2018

SALARY RANGES

	Adopted FY 2017 Positions	Proposed FY 2018 Positions	CURRENT				PROPOSED			
CORPORATION STAFF										
President & Chief Executive Officer	1.0	1.0	\$ 175,000	to	\$ 235,000	\$ 175,000	to	\$ 235,000		
Chief Financial Officer & Chief Operating Officer	1.0	1.0	\$ 138,000	to	\$ 186,000	\$ 138,000	to	\$ 186,000		
Vice President	1.0	2.0	\$ 108,000	to	\$ 155,000	\$ 108,000	to	\$ 172,000		
Assistant Vice President	3.0	2.0	\$ 95,000	to	\$ 148,000	\$ 95,000	to	\$ 148,000		
Project Manager (Sr. PM, PM, Assoc. PM, or Asst. PM)	6.0	7.0	\$ 53,000	to	\$ 130,000	\$ 53,000	to	\$ 130,000		
Project Manager - Engineer (Sr., PM, Assoc. Asst.)	4.0	3.0	\$ 60,000	to	\$ 139,000	\$ 60,000	to	\$ 149,000		
Planner (Sr., Planner, Assoc., Asst. & Architect)	5.0	5.0	\$ 48,000	to	\$ 102,000	\$ 48,000	to	\$ 102,000		
Economic & Community Development Manager	2.0	1.0	\$ 90,000	to	\$ 130,000	\$ 90,000	to	\$ 130,000		
Public Relations Specialists	1.0	2.0	\$ 55,000	to	\$ 85,000	\$ 55,000	to	\$ 97,000		
Information Technology Manager	1.0	1.0	\$ 70,000	to	\$ 100,000	\$ 75,000	to	\$ 107,000		
Asset and Contract Manager	1.0	1.0	\$ 70,000	to	\$ 110,000	\$ 70,000	to	\$ 110,000		
Assistant Asset and Contract Manager	1.0	0.0	\$ 46,000	to	\$ 97,000	\$ 46,000	to	\$ 97,000		
Finance & Accounting Manager	0.0	0.0	\$ 70,000	to	\$ 110,000	\$ 70,000	to	\$ 110,000		
Financial Analyst	1.0	1.0	\$ 50,000	to	\$ 97,000	\$ 50,000	to	\$ 97,000		
Accountants	5.0	5.0	\$ 50,000	to	\$ 97,000	\$ 50,000	to	\$ 97,000		
Accounting Clerks	0.0	0.0	\$ 30,000	to	\$ 50,000	\$ 30,000	to	\$ 50,000		
Human Resources Assistant	1.0	1.0	\$ 35,000	to	\$ 55,000	\$ 35,000	to	\$ 55,000		
Administrative Services Manager/Clerk of the Board	1.0	1.0	\$ 61,000	to	\$ 89,000	\$ 61,000	to	\$ 89,000		
Confidential Assistant	1.0	1.0	\$ 47,000	to	\$ 75,000	\$ 47,000	to	\$ 75,000		
Executive/Administrative Assistant	2.0	1.0	\$ 36,000	to	\$ 65,000	\$ 36,000	to	\$ 65,000		
Administrative Clerical Assistant/Receptionist	2.0	2.0	\$ 27,000	to	\$ 39,000	\$ 32,000	to	\$ 48,000		
Subtotal Positions & Salaries	40.0	38.0	\$ 3,595,038				\$ 3,471,591			
Intern Program/Overtime/Contingency			\$ 114,962				\$ 153,409			
TOTAL POSITIONS & SALARIES	40.0	38.0	\$ 3,710,000				\$ 3,625,000			

Civic San Diego FY18 Work Plan



Civic San Diego is a nonprofit, public benefit corporation created by the City of San Diego to engage in community investment, land use and permitting services for Downtown San Diego and project management services.

FY18 Work Plan adopted by the Civic San Diego Board of Directors on March 22, 2017.

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Civic San Diego FY18 Work Plan

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II. Executive Summary

Civic San Diego (CivicSD) is a nonprofit public benefit corporation formed by the City of San Diego (the “City”) in 1975 under the California Nonprofit Corporation Law (California Nonprofit Law). CivicSD was formerly known as the Centre City Development Corporation (CCDC), and CivicSD is also the successor to the former Southeastern Economic Development Corporation (SEDC). The City is the sole member of CivicSD. As the sole member, the City has established and set forth CivicSD’s purposes and powers in CivicSD’s Articles of Incorporation and Bylaws. These documents and the California Nonprofit Law govern the manner in which CivicSD may exercise its powers to achieve its purposes consistent with the goals and objectives set by City.

CCDC and SEDC were formed by the City to provide redevelopment and economic development services under contract with the City’s former Redevelopment Agency (Former Agency). Over their more than 30-year history, these corporations and CivicSD, as their successor, provided operational functions to the City and to Former Agency, and now to the City as both the Successor Agency to the Former Agency (Successor Agency) and the City acting in its capacity as housing successor to the Former Agency (Housing Successor) through various agreements.

Pursuant to an Operating Agreement with the City, CivicSD exercises its rights, duties and obligations in accordance with a City approved annual work plan and operating budget, applicable state and local laws and regulations, applicable City policies and City-approved CivicSD policies. The FY18 Work Plan (the “Work Plan”) lists CivicSD’s on-going responsibilities as well as specific projects and includes the functions and services to be performed by CivicSD during the fiscal year. It also identifies the funding source for and/or indicates the estimated revenue expected from each activity and references the guiding document (e.g., ROPS, Downtown Community Plan, Long Range Property Management Plan, City’s Capital Improvement Program, etc.) supporting the activity.

III. CivicSD Ongoing Responsibilities

CivicSD provides services under seven distinct functions and also provides other services as assigned as outlined below.

Civic San Diego Ongoing Responsibilities

Function	Funding Sources	Guiding Documents*
Successor Agency Administration	Redevelopment Property Tax Trust Fund (RPTTF), bond funds,	Recognized Obligations Payment Schedule (ROPS), Amended and Restated Long Range Property Management Plan (ARPMP)
Successor Agency Project Management	RPTTF, bond funds	ROPS, ARPMP
Housing Successor Entity Administration	Low and Moderate Income Housing Asset Fund (LMIHAF), bond funds	Affordable Housing Master Plan (AHMP)
Permit & Planning	Permit & Planning Fees, Development Impact Fees (DIF), Parking District Revenue, Floor Area Ratio (FAR) Bonus Program fees, other regulatory fees, grants, loans or other contributions	Downtown Community Plan, the Centre City Planned District Ordinance, the Gaslamp Quarter Planned District Ordinance, the Marina Planned District Ordinance (PDOs), Downtown Environmental Impact Report, Downtown Mobility Plan, Agency Agreement
Parking Program	Parking Meter Revenue, Parking Garage Excess Revenue, grants and other contributions	Council Policy 100-18, Comprehensive Parking Plan for Downtown San Diego
Community Investment	New Markets Tax Credit Fee Revenue, grants, loans, investments, other contributions, and limited program revenue where applicable	Community Investment Work Plan
New Markets Tax Credit Administration	New Markets Tax Credit Fee Revenue	Council Resolution R-307659
Other Functions	As identified	As assigned by the Mayor or City Council

* Guiding Documents are in addition to the Operating Agreement

Successor Agency Administration – The City, as Successor Agency to the former Redevelopment Agency of the City of San Diego, has engaged CivicSD to carry out the redevelopment wind-down function, as prescribed under California Redevelopment Dissolution law (Assembly Bills x1 26 and 1484). Through the Operating Agreement with the City, CivicSD’s responsibilities include, but are not limited to, administering existing contracts, processing payments, preparing the annual Recognized Obligations Payment Schedule (ROPS), coordinating with the California Department of Finance (DOF), and other administrative functions necessary to wind down the former Redevelopment Agency obligations.

Successor Agency Project Management – The Redevelopment Dissolution law states that staff time associated with the implementation of Enforceable Obligations identified on the ROPS may be considered a project management cost and not an administrative cost. The law states that property management costs may be considered an enforceable obligation. The Successor Agency lists project management and property management as line items on the ROPS. CivicSD costs associated with these functions will be reimbursed through the respective line items on each ROPS. Activities that CivicSD assists the City with include, but are not limited to, project management and property management functions necessary to implement Enforceable Obligations.

Housing Successor Entity Administration – The City has elected to be the Housing Successor Entity for the former Redevelopment Agency of the City of San Diego (Housing Successor), and has engaged CivicSD to assist the City in its capacity as Housing Successor. The Housing Successor retained 22 real properties and approximately \$41 million in excess housing bond proceeds, through the Low and Moderate Income Housing Asset Fund (LMIHAF). Activities that CivicSD assists the City with include, but are not limited to, implementing the Affordable Housing Master Plan, managing the existing Enforceable Obligations; administering and implementing existing contracts; managing the solicitation and the selection process for development partners; negotiating Exclusive Negotiation Agreements (ENA), Disposition and Development Agreements (DDA), and Owner Participation Agreements (OPA); managing the properties held by the Housing Successor; and implementing the DDA or OPA for properties held by the Housing Successor.

Permit & Planning – The Planning Department performs professional planning tasks emphasizing implementation of the Downtown Community Plan, adopted in 2006. The Department conducts and manages a variety of Community Plan implementation studies, tasks, and consultant contracts and oversees all development entitlement services, including design review of new projects and discretionary land use permits. The Public Works Department manages the scoping, design and construction of public projects within the Downtown Community Plan for which CivicSD receives funding.

Parking Program – Under the Operating Agreement, CivicSD serves as the Downtown Community Parking District Advisory Board. The Downtown Community Parking District (DCPD) was established by the City in 1997 in order to invest in and manage public parking assets within downtown San Diego. City Council Policy 100-18 – Community Parking District Policy - governs the activities of the DCPD. CivicSD implements projects and programs to manage the existing supply and increase the supply of public on-street and off-street parking, calm traffic, reduce congestion, promote walking and biking, provide for pedestrian safety improvements, and improve neighborhood appearance. CivicSD manages the Downtown Parking Management Group (DPMG), which includes providing reports and presenting requests for on-street parking changes. CivicSD also acts as the City’s agent for administration of four parking facilities previously owned by the Former Agency: Park It on Market (PIOM), the Parkade (6th & K), 26 public parking spaces at the Cedar Gateway Parking Facility, North Park Public Parking Garage, and the parking district budgets.

Community Investment – The Corporation’s Community Investment strategy is to leverage alternative sources of financing with regulatory community reinvestment and public/private philanthropy to foster livable communities and healthy neighborhoods, nurture small business, and stimulate job creation in low-income communities in the City of San Diego or for the benefit of low-income persons/families. CivicSD may develop or implement programs funded with non-City funds, provided such programs are consistent with the approved Work Plan and Operating Budget. CivicSD shall also research and pursue, in collaboration with other public and private sector partners as appropriate and beneficial, funding sources for community investment activities. CivicSD may disburse such funds for community investment activities consistent with the approved Work Plan and within the requirements and jurisdiction applicable to the funding sources.

New Markets Tax Credit Administration – The Economic Growth and Neighborhood Investment Fund, a subsidiary of CivicSD, is certified as a Community Development Entity (CDE) with the U.S. Treasury Department through the Community Development Financial Institutions Fund and is eligible to apply for and be allocated New Markets Tax Credits (NMTC). CivicSD provides staff support to administer the NMTC Program.

Other Functions – CivicSD may also provide services to the City on special projects as assigned by the City under the Operating Agreement. CivicSD also collects developer deposit fees associated with its planning function, or when negotiating a project with developers to cover staff time and consultant time. CivicSD also applies for and manages grants for projects within the former redevelopment project areas, in order to continue projects that could not be added to the Successor Agency ROPS. Additionally, CivicSD may collect fees for providing services to third parties or for serving as fiscal agents.

IV. Work Plan FY18 Projects

Consistent with its mission and in line with its strategic goals, CivicSD will manage and implement the following projects on behalf of the City during FY18. The services will either be performed directly by staff or through contracts with third-parties.

Successor Agency Project Management

Project	Funding Sources	Guiding Documents
<ul style="list-style-type: none">• Negotiate, finalize and administer the SB107 mandated Compensation Agreement with the Affected Taxing Entities• Market and consummate the sale and closing of the For Sale properties• Carry out the Request For Qualifications/Proposals (RFQ/P) process for Future Development property, and negotiate and process ENAs and DDAs toward their ultimate developments• Explore, negotiate and enter into leases for short term revenue generating and public benefit opportunities on properties awaiting development• Operate and manage existing income generating properties until properties are ready for their ultimate intended development• Operate and manage properties that have to remain in Successor Agency control due to contractual obligations, such as the Balboa Theater, until properties are ready to be conveyed as Future Development sites• Negotiate and finalize a DDA for the Valencia Business Park	Reimbursement from Successor Agency	ARPMP
<ul style="list-style-type: none">• Provide support where necessary to developer in the implementation of the Ballpark Village OPA with respect to the current development of Parcel C and to expedite the future development of Parcel D	Reimbursement from Successor Agency	ROPS

<ul style="list-style-type: none"> • Provide support where necessary to the developer in the implementation and expediting of the activities of the new Bosa developments as pursuant to the terms of their Development Agreement • Provide support where necessary to expedite the activities of the Navy Broadway Complex developments as pursuant to the terms of the Development Agreement • Monitor the activities and contractual obligations of developments and property owners as related to the terms of the respective OPAs, DDAs, and other contractual agreements for parks and maintenance, infrastructure improvements, parking obligations, and other development requirements 		
<ul style="list-style-type: none"> • Manage construction of Southcrest Trails Park. <ul style="list-style-type: none"> ○ Active Contracts: <ul style="list-style-type: none"> ▪ Design and Construction Administration – KTU&A ▪ Construction Management – Dudek ▪ Construction – Dick Miller Inc. • Finalize design and manage construction of Park Boulevard at-grade crossing. <ul style="list-style-type: none"> ○ Active Contracts: <ul style="list-style-type: none"> ▪ Reimbursement Agreement – BNSF ▪ Reimbursement Agreement – MTS ▪ Signal Design – Railpros ▪ Appraisal Services – Jones Roach Caringella ▪ Survey Services – Nasland Engineering ▪ Permit Coordination – Dokken Engineering ▪ Civil Design (Prime Consultant) – Jacobs Engineering ▪ Track Design – Pacific Railway Enterprises ▪ Catenary Design – PGH Wong 	Reimbursement from Successor Agency	ROPS, bond proceeds

<ul style="list-style-type: none"> ○ Proposed Contracts for FY18: <ul style="list-style-type: none"> ▪ Issue RFP for Construction and Program Management Contract ● Manage construction of Fire Station No. 2 <ul style="list-style-type: none"> ○ Active Contracts: <ul style="list-style-type: none"> ▪ Design and Construction Administration – Rob Quigley & Associates ▪ Construction Management – Hughes Marino ▪ Construction – Barnhart Reese Construction ▪ Geotechnical Services – Leighton & Associates ▪ Environmental Services – AEC ▪ Archeological and Paleontological Services – Brian F. Smith & Associates ▪ Legal Services – Oppen & Varco ▪ Artist – Ingram Ober ● Manage construction of City Heights sidewalks and streetlights <ul style="list-style-type: none"> ○ Active Contracts: <ul style="list-style-type: none"> ▪ Design and Construction Administration – O’Day Consultants ▪ Construction Management – Project Professionals Corporation ▪ Construction – Portillo Concrete Inc. ● Manage construction of El Cajon Boulevard sidewalk replacement <ul style="list-style-type: none"> ○ Active Contracts: <ul style="list-style-type: none"> ▪ Design and Construction Administration – O’Day Consultants ▪ Construction Management – Project Professionals Corporation ▪ Construction – Portillo Concrete Inc. 		
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<ul style="list-style-type: none"> • Manage construction of Nimitz/Rosecrans intersection improvements performed by McMillin per Naval Training Center DDA. • Initiate design of Lyceum Theater Renovations for Theater work. (Lobby, restrooms and common areas were completed in FY17) <ul style="list-style-type: none"> ○ Proposed Contracts for FY18: <ul style="list-style-type: none"> ▪ Issue RFP for design contract 		
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Housing Successor Entity Administration

Project	Funding Sources	Guiding Documents
<ul style="list-style-type: none"> • Implement the Notice Of Funding Availability (NOFA), including review and selection of qualified developers and proposals, negotiate, approve, execute and implement loan/development agreements • Initiate the RFQ/P process on properties in the AHMP slated for future affordable housing development • Initiate the for-sale process on properties in the AHMP slated for individual third party sales • Administer and monitor the obligations, implementation and completion of affordable housing provisions as contractually required in affordable housing project's OPAs and DDAs • Complete closeout of the OPA for the Hotel Churchill project that completed construction in Spring 2016 • Implement and monitor the 7th & Market project through the DDA process • Implement and monitor the Park & Market project through the DDA process • Negotiate and finalize the OPA for Hotel New Palace • Negotiate and finalize a DDA for the Hilltop & Euclid project • Enter into agreements to capitalize the Transit-Oriented Development (TOD) Investment Fund. • Compliance with SB341. Provide the overall management and compliance of affordable housing assets, pursuant to SB341. 	LMIHAF	AHMP

Permit and Planning

Project	Funding Sources	Guiding Documents
<ul style="list-style-type: none"> Process all development and land use permit applications submitted on projects located within the downtown area 	Permit & Planning Fees	Downtown Community Plan, PDOs, Agency Agreement, Environmental Impact Report
<ul style="list-style-type: none"> Complete the Sixth Avenue Bridge Promenade Feasibility Analysis and Concept Study <ul style="list-style-type: none"> Active Contracts: <ul style="list-style-type: none"> Chen Ryan (traffic) Proposed Contracts: <ul style="list-style-type: none"> Selection of multi-discipline design firm through RFQ process Assist City staff in the implementation of the Cycleway network envisioned in the Downtown San Diego Mobility Plan Complete General Development Plan (GDP) design, and initiate construction design and permitting for the Children's Park Enhancements Project <ul style="list-style-type: none"> Active Contracts: <ul style="list-style-type: none"> GDP Design – Schmidt Design Group Proposed Contracts: <ul style="list-style-type: none"> Selection of multi-discipline design firm through RFQ process Complete construction design and initiate permitting for the East Village Green Phase I Park <ul style="list-style-type: none"> Active Contracts: <ul style="list-style-type: none"> Design – Office of James Burnett Geotechnical Services – AECOM 	DIF, Parking District Revenue, Floor Area Ratio (FAR) Bonus Program fees, grants, or other contributions	Downtown Community Plan, PDOs, Downtown San Diego Mobility Plan

<ul style="list-style-type: none"> • Complete permitting and initiate construction of the 14th Street Pedestrian Promenade Demonstration Block <ul style="list-style-type: none"> ○ Active Contracts: <ul style="list-style-type: none"> ▪ Design – MIG ○ Proposed Contracts: <ul style="list-style-type: none"> ▪ Construction Contract – Contractor TBD through public bidding ▪ Issue RFP for Construction Management Contract • Complete a bi-annual update to development regulations for the Downtown planned district ordinances 		
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ParkingProgram

Project	Funding Sources	Guiding Documents
<ul style="list-style-type: none"> • Complete an update to the Downtown Comprehensive Parking Plan that will include short, mid and long term parking goals • Implement marketing plans/campaigns for the PIOM, 6th & K Parkade, Cedar Gateway, and North Park parking garages • Initiate the process of upgrading PIOM and 6th & K Parkade for sustainable infrastructure to include solar panel and charging stations • Install real-time monument signage on both PIOM and 6th & K parking garages • Provide on-going management of the downtown circulator shuttle operations • Implement future phases and updates of the downtown parking app • Provide management and oversight of three Neighborhood Parking Programs in East Village, Gaslamp Quarter and Little Italy • Update parking utilization maps as parking meters are added or removed from service • Implement the Phase II Bike Racks project including the purchase and installation of bike racks in various downtown locations • Evaluate the feasibility of future projects/programs as proposed by the City, CivicSD Board, and the DPMG • Complete construction design of the East Village Green parking garage and initiate permitting • Identify opportunities to acquire and/or manage additional parking structures or parking lots and negotiate leases or purchase and sale agreements as applicable • Complete audits of parking districts. 	<p>Parking Meter Revenue, Parking Garage Excess Revenue, valet revenue, grants and other contributions</p>	<p>Council Policy 100-18, Comprehensive Parking Plan for Downtown San Diego</p>

Community Investment

Project	Funding Sources	Guiding Documents
<ul style="list-style-type: none"> • Manage the Business Improvement District (BID) Access to Capital program • Manage the CivicSD Sponsored Loan Fund • Host community coffees, lunch and learns, roundtable, community tours, and other workshops and events to inform the public of CivicSD programs and activities and elicit input and feedback • Support programs and initiatives related to the San Diego Promise Zone • Implement the Transit-Oriented Development Fund along with the San Diego Housing Commission • Implement an Employment Based 5th Preference (EB-5) Investor Program • Initiate the formation of a Community Investment Fund or Smart Growth Fund • Implement a Community Kitchen Activation strategy • Initiate a District Four Business Attraction Pilot Initiative • Initiate a Supplier Diversity - Building Business Connections Program • Serving as a Fiscal Sponsor to support community partner projects and programs • Complete the Euclid and Imperial streetscape improvements study and construct streetscape improvements/enhancements • Provide technical assistance to community groups; • Implement and manage additional community investment activities and programs as opportunities arise consistent with CivicSD/City goals and objectives as directed by the Board or City Council. 	<p>New Markets Tax Credit Fee Revenue, grants, loans, investments, other contributions, and limited program revenue where applicable</p>	<p>Community Investment Work Plan</p>

Other Functions

Project	Funding Sources	Guiding Documents
<ul style="list-style-type: none">• Negotiate and finalize a DDA for development of the Former Central Library• Explore additional funding opportunities for public/private partnerships to advance CivicSD/City goals and objectives	Developer Deposits, grants, loans, investments, and other contributions	Operating Agreement